



Commander, Naval Forces Japan **Shore Energy Business Plan** 2003




Mission

Commander, U.S. Naval Forces Japan's (CNFJ) Energy Management Organization minimizes CNFJ's utility costs by conserving energy and water resources while maintaining and operating reliable energy services to the Forward Deployed Naval Force.

Vision

CNFJ has created a modern, cost-effective, efficient, reliable, and environmentally sound energy infrastructure by implementing innovative technical solutions and funding strategies. CNFJ has exceeded the goals set forth in the Energy Policy Act of 1992 and Executive Order 13123 through an effective combination of conservation strategies, facility improvements, and operational efficiencies.



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Introduction

The total consumption of energy on Navy installations in Japan is on the rise. From FY 1997 through FY 2001, total electricity consumption on Navy installations in Japan increased from 384 million KWH to nearly 458 million KWH. To put this increase in perspective, consider that, on average, the Navy paid about 15 yen to purchase one KWH of electricity from commercial utility companies during this time. This means that an increase of 74 million KWH equates to a cost increase of about 1.1 billion yen, or a little over \$9 million. Viewed from another perspective, total consumption of electricity on Navy bases in Japan has been increasing about \$2 million per year.

While utility bills on Navy installations in Japan have been on the rise, host nation financial support for these same utilities has been dropping. As of 01 April 2001, the Government of Japan decreased the upper limit of its financial support for utilities consumed on military installations by 10% across the board. Adding to this setback is the fact that when this decrease occurred, the Navy was already consuming 22% more electricity than the maximum rebate provided under the GOJ utility cost sharing (UCS) program.

The future of energy costs in Japan is uncertain. On 01 April 2006, a new Special Measures Agreement between the Government of Japan and the U.S. will go into effect. Whether the Navy will see an increase or decrease in utilities cost sharing from the GOJ remains to be seen, but one thing is certain: the Navy needs to work hard to position itself for any possible outcome. This starts with the most basic form of energy management – individuals practicing energy conservation. We must work harder to develop an energy conservation culture on our installations in Japan. In addition, CNFJ's energy management organization must actively seek opportunities to implement innovative energy conservation projects.

CNFJ is ready for a comprehensive, AOR-wide energy management and conservation strategy. This Shore Energy Business Plan is CNFJ's answer to that need. But, this plan is only the start. Reducing utilities consumption and costs will require the involvement of all hands.

Business Plan Overview

CNFJ's Shore Energy Business Plan is organized into three conceptual parts. The first part is an action plan. The action plan outlines what we're going to do. The second part of this business plan is a performance measurement plan. The performance measurement plan tells us how well we are implementing our action plan. The third part of the plan is CNFJ's Shore Energy Policy Board. The purpose of this board is to ensure that our effort stays focused, aligned, motivated, and equipped.

The first part of this business plan, the action plan, is broken down into four hierarchical levels: Focus Area, Goal, Strategy, and Key Action. The three Focus Areas of this plan, Management, Innovation, and Execution, highlight the fact that our entire energy management and conservation strategy can be categorized into one of these areas. These three Focus Areas provide the first level of organization for our overall plan. Each Focus Area has one or more associated Goals. Goals are further broken down into Strategies which detail how we will accomplish each Goal. And, finally, each Strategy comes with one or more Key Actions that assign specific tasks to specific individuals or groups. These key actions are prioritized in this Plan. The process of implementing this Plan will include refinement of priorities, and identification of deadlines based on Shore Energy Policy Board coordination and review.

The second part of CNFJ's Shore Energy Business Plan is a performance measurement plan. This measurement plan provides a process for evaluating how well our action plan is meeting its stated goals. Our performance measurement plan is stated in terms of quantifiable metrics that speak directly to the effectiveness of the many different elements of our program. The intent is for these performance metrics to be simple, easy to understand, and limited to those vital to our success. Metrics that indicate macro trends within the CNFJ energy conservation program are grouped under the title "DoN Measures of Success".

The third part of this business plan is establishment of the CNFJ Shore Energy Policy Board (SEPB) and the Executive Steering Committee (ESC). The SEPB is chaired by the Utilities Business Line Manager and composed of the Regional Energy Manager, Base Public Works Officers, and other key individuals, and ensures that energy conservation efforts have direction, coordination, and resources. This board will revise CNFJ's Shore Energy Business Plan as required, track the accomplishment of key actions, and act upon the results of the performance metrics. The ESC is chaired by the CNFJ Chief of Staff, and composed of Installation COs. The SEPB will coordinate its activities with the ESC. The ESC will provide leadership and authority, and direct overall Energy Policy. The SEPB board will report its results to the Force Engineer and Regional Business Manager on a semi-annual basis.

Key Program Areas

New Construction

It is CNFJ's policy to appoint appropriate representatives to the JFIP Technical Working Group and to incorporate proven, creative, or innovative features energy conservation, features into all new construction. For a new building designed to take advantage of energy conservation features or renewable energy, a comparison will be made between the predicted energy use of this building and the predicted energy use for a similar "base-case" building (i.e. a building with the same function and size built to standard building practices).

Energy Conservation Initiatives

- Alternative Financing of Energy Conservation Projects

The Force Engineer will investigate and if feasible, pursue energy conservation projects through alternative financing. Alternative financing programs allow Federal agencies to implement energy and water efficiency improvement projects without requiring capital appropriations from the federal budget, provide a means of using private financing to leverage funds routinely appropriated to the agency for energy, and in the case of an energy savings performance contract (ESPC), can provide energy-related operations and maintenance (O&M). These programs create immediate benefits with minimal up front cost because the contractor finances the cost of the project and is repaid via funds saved through the resulting energy, water, and O&M savings. However, tenant and O&M funding may need to be redirected to the utility account to repay the utility loan payment.

- Energy Awareness and Practicing Energy Conservation

Energy awareness and conservation policies and practices play a significant role in addition to the establishment of an energy efficient utilities infrastructure. Little-to-no cost actions such as these can be very effective when concerted efforts by building occupants continue even without the benefit of facility improvements or modernization of energy consuming equipment.

- Energy-efficient Materials

It is CNFJ's policy to institutionalize the purchase of energy-efficient products and equipment (e.g. changing guide specifications to include energy efficiency criteria).

- Water Management

Water conservation also plays a key role in the Navy's goal of being a responsible steward of the environment. Hence, alongside a AOR-wide energy conservation strategy, the best water management practices will be adopted, such as the following:

1. Public information and education programs
2. Distribution system audits, leak detection/repair
3. Water efficient landscaping
4. Toilets and urinals
5. Faucets and showerheads
6. Boilers and steam systems
7. Single-pass cooling equipment
8. Cooling tower management
9. Miscellaneous high water-using processes, and
10. Water reuse and recycling

Focus Area I: Management

Current State

- Resources are not used adequately and efficiently to achieve Navy energy goals.
- Lack of overarching goals and action plans result in a disparity of energy conservation efforts among bases.
- Reactive rather than proactive.

Future State

- CNFJ's Energy Management and Conservation Strategy is understood at every level in the chain of command.
- The program requirements are proactively updated.
- Success and improvements are communicated throughout the AOR
- The workforce is properly trained.

Goal M-1: Energy Management Organization Provides the Framework for Success

Strategies:

- (1) Optimize the CNFJ Energy Program management structure to accelerate positive change.
- (2) Ensure program is adequately resourced and financing tools are used to achieve goals.
- (3) Recognize and provide greater incentives for exceptional performance.

Goal M-2: Broaden Knowledge and General Awareness of Energy Management

Strategies:

- (1) Increase awareness and knowledge of program goals, tools, and progress at the activity level.
- (2) Provide training in prudent energy conservation techniques.

Focus Area II: Innovation

Current State

- State-of-the-industry technology is understood, but its application is not seriously pursued.

Future State

- CNFJ delivers innovative energy solutions in partnership with other agencies and private industry.

Goal I-1: Introduce Bold Innovation Using Technology and Emerging Business Practices

Strategies:

- (1) Change the current paradigm of energy conservation project validation.
- (2) Identify, evaluate, and implement promising best commercial practices.
- (3) Investigate the feasibility of implementing renewable energy projects in Japan that reduce life-cycle costs (Executive Order 13123).

Focus Area III: Execution

Current State

- Efficiency of energy plants varies by location.
- Execution of centrally funded energy conservation projects is very limited.

Future State

- CNFJ utility systems are operated based on optimum sustainment models.
- Sound energy conservation measures are in place across the AOR

Goal E-1: Reduce Energy Costs and Consumption

Strategies:

- (1) Use best value sustainable development principles in new construction and major renovations (Executive Order 13123)
- (2) Operate and maintain energy systems at efficient levels.

- (3) Identify, prioritize, and implement all life-cycle cost effective energy retrofit projects.
- (4) Incorporate sustainable development principles into new construction projects, and maximize the use of life-cycle cost effective energy efficient products

Goal E-2: Reduce Air Emissions that Contribute to Global Climate Change

Strategies:

- (1) Identify and implement cost effective opportunities to reduce hydrocarbon fuel use.

Goal E-3: Reduce Water Costs and Consumption

Strategies:

- (1) Identify and implement best water management practices.

Performance Measurement Plan

Developing Measures of Success

The following table provides a general measure of success for each goal listed in this business plan. These general measures of success are used as an aid in developing more specific, quantifiable measures of success in the following sections.

	Goal Statement	General Measure of Success
M-1	Provide the Framework for Success	Program adequately resourced to meet requirements
M-2	Broaden Knowledge and General Awareness of Energy Management	Workforce properly trained
I-1	Expand Use of Renewable Energy that Reduces Life Cycle Costs	Optimize renewable energy applications
I-2	Introduce Innovations in Technology and Emerging Business Practices	Progress toward incorporating best business practices
E-1	Reduce Energy Costs and Consumption	DON's energy costs and consumption reduced
E-2	Reduce Air Emissions that Contribute to Global Climate Change	DON's greenhouse gas emissions reduced to meet E.O. goals (This includes tracking and reporting the reduction of petroleum fuel usage.)
E-3	Reduce Water Costs and Consumption	Reduction of water costs, consumption, and associated energy use

DoN Measures of Success

The following metrics indicate macro trends within the CNFJ energy conservation program and are consolidated into a group of metrics called DoN Measures of Success. They are indicated by a “*” in the summary table in the following section.

Metric M-1a: Program Funding (\$)

Definition: This metric looks at resources programmed versus resources required to achieve the Business Plan goals.

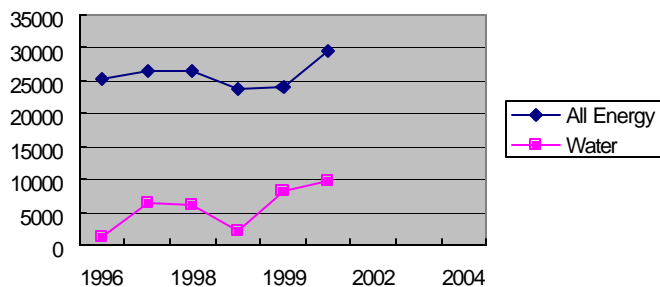
Target: 100 percent of required funding

Metric E-1a: Total Energy and Water Cost

Definition: Track all energy and water dollars reported via DUERS. Reducing these costs is the primary emphasis of this Business Plan.

Target: Reduce total shore energy and water commodity expenditures 1% annually. The graph is all energy and water costs in Yokosuka Naval Complex.

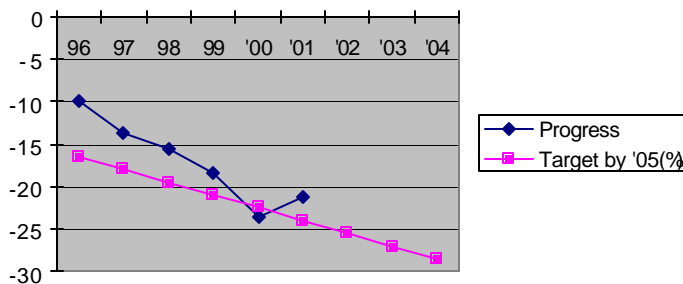
Units: \$000



Metric E-1b: Energy Consumption per Area (MBtu/kSF)

Target: From FY85 levels, reduce energy use by 30 percent by 2005 and 35 percent by 2010. In other words, reduction rates are 1.5 % per year until FY05 and 1.0 % per year from FY05 to FY10.

Units: Percent



Metric E-1g: Energy Audits (annual project execution)

Definition: Square footage audited annually, dollars spent annually on audits, dollar savings of projects identified by audits in a given year. Audit means comprehensive audit as defined by NAVFAC Project Execution Team.

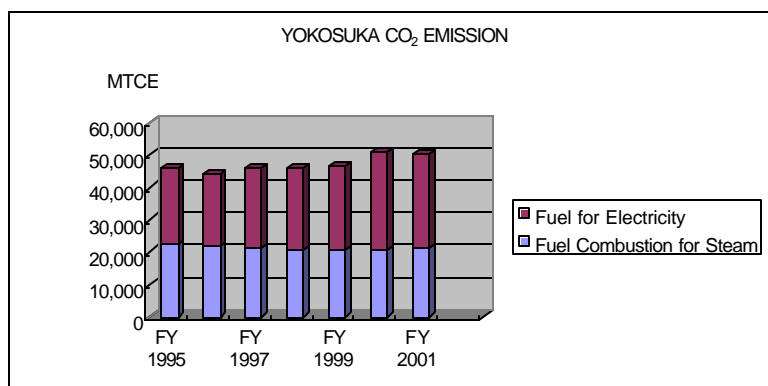
Source: Major claimant and activity annual report.

Target: Fruitful relationship between audit funding and audit results.

Metric E-2a: Greenhouse Gas Emissions (Metric tons of carbon equivalent)

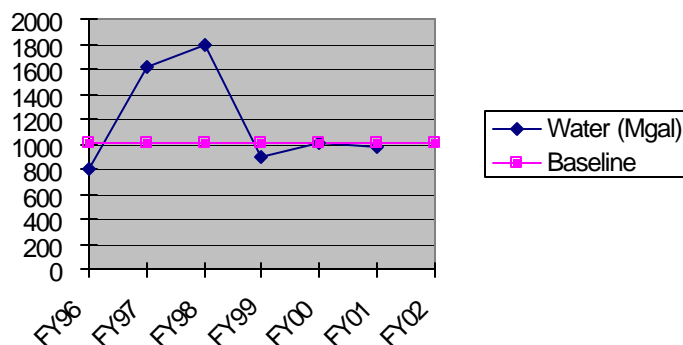
Source: To have meaningful metrics, local (in-country) data will be utilized.

Target: From FY90 levels, reduce greenhouse gas emission by 30 percent by 2010.

**Metric E-3a: Water Consumption Compared to FY00 Baseline (Mgal/Yr)**

Definition: Consumption in Mgal is compared to FY00 baseline.

Target: Reduce Consumption 1% annually. The graph is a total consumption in Yokosuka Naval Complex.



Summary of All Performance Metrics

The following table is a complete list of all specific measures of success to be tracked as part of the CNFJ Shore Energy Business Plan. Key Actions discussed in Appendix B include development of metrics for these Goals so that CNFJ can track their success.

Metric	Goal	Frequency	CMS
M-1a Program Funding	Program adequately resourced	Annually	*
M-1b Incentive Funding	Motivate people to energy reduction	Annually	
M-2a Web Page Content	Energy consumers effectively informed	Annually	
M-2b Training (Personnel Type and CEMs)	Trained workforce	Annually	
M-2c Training (BEMs)	Trained workforce	Annually	
I-1a Renewable Energy	Continued growth in renewable energy produced and consumed	Annually	
I-1b Percent Green Power	Increase the proportion of electricity from "green" sources	Annually	
I-2a Criteria Inclusion	Specify energy-efficient design		
E-1a Sustainable Development Savings	Increase savings by sustainable development	Annually	
E-1b Total Energy Cost	Reduce energy costs	Quarterly	*
E-1c Energy Efficiency	Meet E.O. 13123 goals	Quarterly	*
E-1d Off-grid Generation	Increase the proportion of off-grid generation	Annually	
E-1e Percent Metered Facility	Monitor demand pattern of all energy intensive facilities	Annually	
E-1f Audit Progress	10% of total DON kSF/year	Semi-annually	
E-1g Project Execution	Project savings identified vs. audit costs	Semi-annually	
E-1h Electrical Rates	Costs saved by favorable contracts and incentives	Annually	
E-2a Greenhouse Gas Reductions	30% reduction by 2010 compared to 1990 baseline	Quarterly	*
E-3a Water Consumption and Cost	Increase the proportion of metered facilities	Quarterly	*

Note: * indicates DoN Measures of Success.

Appendix A : Shore Energy Management Organization

CNFJ Energy Management Executive Steering Committee (ESC)

Mission Statement: “The mission of the Shore Energy Policy Board of Commander, Naval Forces Japan is to minimize CNFJ’s utility costs by conserving energy and water resources in Navy Region, Japan while maintaining and operating reliable energy services to the Forward Deployed Naval Force.”

Membership: *Chairperson:* CNFJ Chief of Staff (CoS)
 Members: Base Commanding Officers

Meeting Frequency: Semi-annual

Tasking:

- Directs energy policy throughout the CNFJ region.
- Receives input and recommendations from the SEPB.
- Approves SEPB policy recommendations

Reporting: The ESC will report semi-annually its directives and taskings to the CNFJ Shore Energy Planning Board.

CNFJ Shore Energy Policy Board

Mission Statement: “The mission of the Shore Energy Policy Board of Commander, Naval Forces Japan is to minimize CNFJ’s utility costs by conserving energy and water resources while maintaining and operating reliable energy services to the Forward Deployed Naval Force.”

Membership:	<i>Chairperson:</i>	Utilities BLM
	<i>Members:</i>	Installation Public Works Officers Regional Energy Manager
		Environmental BLM Planning BLM Engineering BLM Maintenance BLM CNFJ Regional Business Office Representative
	<i>Ad Hoc Members:</i>	NSF Diego Garcia Public Works Officer FIP Representatives from JED, CNFJ, and USFJ

Meeting Frequency: Quarterly

Tasking:

- Develops CNFJ’s overall energy policy and energy conservation goals.
- Advocates CNFJ’s energy conservation program.
- Assists in establishing Installation Energy Management Integrated Process Teams at each base using the conceptual model found in the Navy Energy Manager’s Guide.
- Establishes CNFJ Shore Energy Working Groups on as-required basis.
- Appoints representatives to the JFIP Energy Conservation Technical Working Group.
- Updates the CNFJ Shore Energy Business Plan (enclosure (1)) as required.
- Issues an annual action plan with annual goals in support of enclosure (1).
- Addresses feedback on program successes and areas of concern.
- Decides which metrics will be tracked and tracks regional metrics.
- Coordinates with the ESC to ensure that the regional energy program receives necessary resources.
- Explores innovative methods for funding ECIP & FEMP projects in Japan.
- Compiles CNFJ regional energy program training requirements in order to promote the exportation of energy training to the Japan region.
- Develops a Japan-wide theme for Energy Awareness Week every October.
- Develops a plan to host an annual Energy Expo in the Japan region in order to promote interaction with local vendors and contractors.
- Coordinates with the ESC to develop regional-level awards to recognize successful energy conservation incentives implemented by host or tenant commands from throughout the region and chooses the winners.

Reporting: The Board will report semi-annually its results and recommendations to the ESC, ForceEngineer and Regional Business Manager.

Installation Energy Management Integrated Process Teams

Purpose: The ESC will commission Installation Energy Management Teams to serve as the base-level agents for execution of CNFJ energy policy. These Energy Management Teams will be based on the model found in the Navy Energy Manager's Guide (<http://energy.navy.mil/awareness/welcome.html>). Examples of team members are shown below, but this list is not meant to be mandatory or comprehensive. Additionally, these teams are not intended to replace or exist in addition to existing energy management teams or energy conservation boards at each base. Rather, the intent is to export the successes and lessons learned by already established teams to other newly formed teams throughout the region.

Membership:

<i>Chairperson:</i>	Base Executive Officer/ Chief Staff Officer
<i>Co-chairperson</i>	<i>Public Works Officer (PWO)</i>
<i>Members:</i>	Base Energy Manager Public Works Department/Center Comptroller Department Administrative Department PAO Security Department NEX/Commissary ROICC Supply Department/FISC Other Tenant Commands

Meeting Frequency: Monthly

Tasking:

- Executes the energy policy enacted by the ESC at each installation.
- Recommends revisions to the Shore Energy Business Plan to the ESC.
- Makes recommendations for the annual action plan to the SEPB.
- Recommends specific energy projects to the SEPB.
- Tracks energy conservation metrics at each installation.
- Works with base PAOs to raise energy awareness.
- Provides input to the ESC regarding energy training requirements.
- Provides ideas to the SEPB for hosting an annual Energy Expo in the Japan region.
- Develops installation-level awards to recognize successful energy conservation incentives implemented by tenant commands and chooses the winners.
- Works with each tenant command to increase conservation efforts.
- Commission Shore Energy Working Groups as required to address specific, short term objectives

Reporting: The Team will report quarterly its results and recommendations to the CNFJ Energy Management ESC and Shore Energy Policy Board.

Appendix B: Implementation Plan with Key Actions

RUBLM	BL Hub Office	PWO	SEPB	Base Team	RFMS	Priority	
Strategy M-1-1: Optimize the Regional Energy Program management structure to accelerate positive change.							
✓						1	Organize CNFJ Shore Energy Policy Board/ Executive Steering Committee to develop and provide energy management policy and guidance
	✓				✓	2	Summarize energy consumption, energy cost, and square footage for the Region
✓	✓		✓			2	Develop metrics for each goal in the SEBP
✓		✓	✓			1	Charter Installation Energy Management Integrated Process Teams (IPT) to identify energy saving opportunities and inefficient use of energy and natural resources
Strategy M-1-2: Ensure program is adequately resourced and financing tools are used to achieve goals.							
✓			✓			1	Develop and periodically update program requirements
✓			✓			3	Identify financial programming requirements for feasibility studies and execution of life-cycle cost effective energy projects
✓					✓	1	Explore mechanisms for alternative financing contracts in CNFJ facilities
Strategy M-1-3: Recognize and provide greater incentives for exceptional performance.							
			✓			3	Pursue DON and Federal recognition and awards
	✓		✓			3	Develop energy conservation recognition programs designed to reward successes. Consider individual and support team recognition
			✓			3	Publicize the awards and winner's accomplishments
Strategy M-2-1: Increase awareness and knowledge of program goals, tools, and progress at activity level.							
		✓	✓			2	Use the Installation Energy Management Integrated Process Teams (IPT) as a forum to discuss and update Command on energy conservation programs
	✓	✓		✓		2	Develop and enhance the use of Internet web pages to disseminate the program progress and evaluation of new technologies
	✓			✓		2	Distribute energy awareness materials and technical guidance to command offices and tenant activities
Strategy M-2-2: Provide training in prudent energy conservation techniques.							
	✓			✓		2	Provide energy managers and related supervisors with training opportunities
		✓		✓		1	Provide building energy monitors (BEMs) with initial and periodic training. In such training, provide feedback on building energy performance, and alert them to any anomalies noted

Strategy I-1-1: Change the current paradigm of energy conservation project validation.							
			✓		✓	1	Include energy performance criteria in statement of work for acquisition of products and services such as leases, service contracts, and construction
			✓		✓	1	Include proven energy-efficient technologies in JFIP plans and specifications
	✓		✓			2	Identify opportune projects to upgrade facilities that will meet the Energy Star® Building criteria
			✓			2	Form flexible, joint ventures that achieve Regional objectives
✓	✓		✓			1	Support pilot/test bed projects providing the CNFJ assets
Strategy I-1-2: Identify, evaluate, and implement promising best commercial practices.							
✓	✓		✓			3	Partner with local utility companies to evaluate new technologies and business practices
	✓					2	Benchmark with other agencies or private sector sharing performance data of new technology
	✓	✓			✓	1	Assist in proper installation and O&M for new technology
		✓	✓			3	Identify showcase facilities/projects within the Region
Strategy I-1-3: Investigate the feasibility of implementing renewable energy projects in Japan that reduce life-cycle costs (Executive Order 13123).							
	✓		✓			3	Collect data and information for the Shore Energy Policy Board to consider in determining the viability of renewable energy project implementation in Japan
Strategy E-1-1: (1) Use best value sustainable development principles in new construction and major renovations (Executive Order 13123)							
✓	✓	✓				1	Optimize life-cycle costs, pollution, and other environmental and energy costs associated with construction, operation, and decommissioning of the facility
Strategy E-1-2: Operate and maintain energy systems at efficient levels							
	✓	✓				1	Explore efficiency opportunities in major industrial facilities
✓			✓			2	Add off-grid generation systems including cogeneration, photovoltaic, and fuel cells wherever such systems offer benefits
	✓	✓			✓	2	Install meters or other monitoring devices and trend a facility's demand pattern and to evaluate the equipment efficiencies
		✓	✓			2	Establish emergency electricity reduction measures and update the plan of action periodically
✓	✓	✓				1	Strive to improve the efficiency of energy facilities. Efficiency improvement resulting from ESPC will meet the performance criteria of this Action

Strategy E-1-3: Identify, prioritize, and implement all life-cycle cost effective energy retrofit projects

	✓	✓				1	Proactively identify prospective energy projects both internally and by outsourcing
		✓		✓		2	Expand the range of projects executed in the Region

Strategy E-1-4: Coordinate with JFIP to incorporate sustainable development principles into new construction projects, and to maximize the use of life-cycle cost effective energy efficient products

✓			✓			2	Determine and document current policies in the JFIP that either allow or discourage sustainable development
			✓		✓	2	Develop the necessary processes and procedures to fully consider sustainable design concepts in each JFIP project

Strategy E-2-1: Identify and implement cost effective opportunities to reduce hydrocarbon fuel use

	✓					3	Develop and implement a data collection system for each energy source
		✓		✓		3	Regardless of purchased or generated, select electricity of minimal greenhouse gas intensity

Strategy E-2-2: Identify and implement best water management practices

					✓	2	Create a GIS database to document Region potable water systems at each facility
	✓	✓		✓	✓	2	Identify, prioritize, and install flow meters at all major water-consuming facilities in the Region

Appendix C: Acronyms

ASN (I&E)	Assistant Secretary of the Navy, Installations and
Environment	
BEM	Building Energy Monitor
BLM	Business Line Manager
CCB	Construction Criteria Base
CECOS	Civil Engineer Corps Officers School
CEM	Certified Energy Manager
CHP	Combined Heat and Power
CPF, CINCPACFLT	Commander in Chief, U.S. Pacific Fleet
CMC (LF)	Commandant of Marine Corps, Code LF
CNO, OPNAV	Chief of Naval Operations
DASN (I&F)	Deputy Assistant Secretary of the Navy, Installations and
Facilities	
DFAA	Defense Facilities Administration Agency, GOJ
DOE	Department of Energy
DON	Department of the Navy
DSM	Demand Side Management
DUERS	Defense Utilities Energy Reporting System
EO	Executive Order
ECIP	Energy Conservation Investment Program
EFD	Engineering Field Division
ESPC	Energy Savings Performance Contract
FEMP	Federal Energy Management Program
GOJ	Government of Japan
GSA	General Services Administration
HVAC	Heating, Ventilating and Air Conditioning
IMC	Installation Management Claimants
JED	Japan Engineer District
JFIP	Government of Japan Facilities Improvement Program
JFY	Japanese Fiscal Year
KSF	Thousand Square Feet
MTCE	Metric tons carbon equivalent
NAVFAC (NPW)	Naval Facilities Engineering Command (Navy Public Works)
NAVSUP	Naval Supply Systems Command
NFESC	Naval Facilities Engineering Service Center
O&M	Operations and Maintenance
OSD	Office, Secretary of Defense
PAO	Public Affairs Officer
POC	Point of Contact
PWC	Public Works Center
PWD	Public Works Department
RE	Force Engineer
REM	Regional Energy Manager
RBMO	Business Management Office
RFMS	Regional Facility Management System
ROICC	Resident Officer in Charge of Construction
RUPM	Regional Utilities Program Manager

SECNAV	Secretary of the Navy
SEPB	Shore Energy Policy Board
SEBP	Shore Energy Business Plan
SMA	Special Measures Agreement
SOFA	Status of Forces Agreement
UCS	Utilities Cost Sharing
UIT	Utilities Implementation Team
USFJ	United States Forces, Japan
USG	United States Government

Appendix D: Points of Contact

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Appendix E: References

Energy Policy Act of 1992

EO 13123

EO 13221

SECNAVINST 4100.9

OPNAVINST 4100.5D

NAVFACINST 11300.37A

DON Shore Energy Business Plan

USFJINST 32-1001: Implementation of the UCS Agreement

Annual USFJ Energy Conservation Report

COMFLEACTINST 11300.2F

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